



Wisconsin Department of Financial Institutions

Executive Sponsor Charter

Initiative Name: Lean Government Initiative

Executive Sponsors: Office of the Secretary

Peter Bildsten, Secretary

Ray Allen, Deputy Secretary

Project Leader: John Amundson, Director of Information Technology

Key Stakeholders: Governor, Department of Financial Institutions Divisions, DFI staff, DFI customers, DFI business partners/cooperating agencies.

Organization: DFI and its Divisions

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Project Overview: On May 2, 2012, the Governor issued Executive Order #66 which establishes the Wisconsin Lean Government Initiative and directs that agencies implement a “Lean Government” initiative. The executive order calls for the agencies to engage leadership and staff in the improvement process using the “Lean Government” framework. The “Lean Government” framework can be used to identify opportunities for process improvement, help implement those improvements, and guide the agency in identifying ways to measure and monitor the desired outcomes of the new processes.

This Executive Sponsor Charter is the umbrella project under which specific process improvement projects will be created. Each Division will be asked to look for opportunities to examine the current state of their business processes and identify opportunities to improve them in the areas of eliminating waste, reducing the time and effort it takes to complete the process, decreasing the complexity of the process and increasing customer satisfaction with the process.

As opportunities are identified, a team DFI employees will be trained in the Lean methods and framework and be available to assist DFI staff and managers with evaluating the potential to deliver improved outcomes. The lean initiative will focus on processes that suffer from customer complaints or issues, are visible to staff and customers, have the highest potential for substantial improvements, and deliver tangible benefits to stakeholders. The processes selected will have measurable outcomes and the new processes will include features for monitoring desired outcomes over time so that continuous improvement practices can also be applied.

Vision: DFI’s “Lean Government” implementation will be inclusive and transparent so that stakeholders are involved in the recommendations for change and successful implementation of models for improved service delivery.

Guiding Principles: The following principles will guide the project

- **Customer Service:** Providing appropriately high levels of customer services is essential
- **Engage:** Proactively engage / involve staff in the application of “Lean Government” at DFI
- **Value:** Recognize and respect the expertise, value and contributions of agency staff
- **Streamline:** Find ways to streamline and simplify business processes
- **Standardize:** Work toward standardization of processes where it delivers a net benefit to stakeholders
- **Collaborate:** Look for opportunities to work collaboratively
- **Improve:** Focus on improving quality and timeliness of agency services within existing budgets
- **Leverage:** Leverage technology and other tools to meet business needs
- **Communicate:** Communicate frequently and effectively throughout the project
- **Change:** Value the past and the present while building a solid foundation for the future

Project Goals:

Identify existing processes and practices that can be improved by application of the Lean Government principles and methods.

Prioritize candidate projects by their potential to deliver maximum benefits to stakeholders in a manner consistent with the agency mission and Executive Order #66

Identify the people, training, software or other resources necessary to apply the lean methods to realize the potential benefits.

Design and implement new processes that deliver measurable improvements.

Communicate the success of projects as they are completed to encourage the identification and completion of subsequent projects.

Build Lean Government principles into the agency’s existing project and program management methodologies and practices so that the benefits of Lean Government are captured on an ongoing basis.

Project Deliverables:

Provide executive overview, supervisor training and project lead training in Lean Government principles and methods.

Identify four projects to begin and/or complete in 2013 that demonstrate the benefits of Lean Government methods to improve agency processes. Produce measurable outcomes that make tangible improvements in the areas outlined in Executive Order #66

Begin to include Lean Government tools and techniques in our existing methodologies and practices. The IT application development and project management methodologies will be among those that can be modified to include those lean principles they may not already include.

Establish the basis for an ongoing program of continuous improvement in all new or redesigned business processes going forward. Identify the resources and training necessary to sustain the use of Lean Government tools and techniques as part of that ongoing program.

Time Line and Roles and Responsibilities

This Charter is for the agency-wide Lean Government initiative. In the current fiscal year, the agency is expected to initiate 2 lean projects, each focused on a business process in one or more divisions within the agency. A separate charter for each individual project will provide specific team members and deliverables.

| High-Level Timeline | Target Date |
|---|--|
| <u>Project Start Up</u> | July 2012 – January 2013 |
| <u>Training</u> | February – April 2013 |
| <u>Process Selection/Prioritization</u> | January - June 2013 |
| <u>Process Redesign</u> 4 per year | 1 st February 2013 2 nd April 2013 3 rd July 2013 4 th September 2013 |
| <u>Include Lean tools in existing methodologies</u> | June 2013 |
| <u>Continuous Improvement in new/redesigned processes</u> | June 2013 |

| Title | | Who | Roles / Responsibilities | |
|-----------------------|------|--|--------------------------|--|
| Executive Sponsor | | Office of the Secretary – Deputy Secretary Ray Allen | | Serve as ultimate decision maker for project budget, timeline, and scope. |
| Administrators | | Cheryll Olson-Collins Mike Mach Patty Struck Ginger Larson Paul Holzem | | Commit to and champion the project, modeling the expected changes. Provide direction and oversight to the project teams, selecting redesign projects, addressing issues and identifying decision points. |
| Project Leader | | John Amundson | | Oversee and lead the agency wide Lean project. Responsible for providing the project deliverables. |
| Redesign Projects | | Redesign Team Members | | Redesign selected division processes adhering to Lean principles and practices including responsibility for metrics (see individual team charters). |
| Redesign Team Leaders | Team | Designated Divisions | Staff in | Serve as a team leader directing the work of the redesign team and keeping the project on schedule; Serve as the steward for processes redesigned as a result of the work of redesign teams. Assist with the measurement of process improvements in the control phase. |